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³ PRIVATE SCHOOL LUNCH

Management Manual



² U.S. CONSUMER &
MARKETING
SERVICE

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OF AGRICULTURE

PREFACE

The National School Lunch Program is important to many of our Nation's private schools. The United States Department of Agriculture continually works with State agencies, local school authorities, private schools and communities to improve the program.

This handbook for sponsors, school lunch supervisors and school lunch managers in private schools is a guide to establishing and improving school lunch programs administered by the Consumer Food Programs District Offices. Along with background and history of the program, the handbook covers administration, finance, personnel, and operations.

While this manual is geared mainly to schools that prepare lunches on the school premises, it can also be used by other schools, such as those having prepared foods carried in from central or satellite kitchens.

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PRIVATE SCHOOL LUNCH

Management Manual

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Section 1

THE NATIONAL SCHOOL LUNCH PROGRAM AND THE PRIVATE SCHOOL

The handbook was prepared cooperatively by the five Consumer Food Programs District Offices, and the Private School Operations Branch of the School Lunch Division, Consumer and Marketing Service in Washington, D.C.

The National School Lunch Program helps schools provide wholesome, appetizing lunches to the Nation's children every school day. It makes an important contribution to child nutrition while helping expand markets for farm products. The lunch program is also a teaching laboratory for nutrition education programs.

The School Lunch Program is essentially a community effort. Generally, it is operated jointly by USDA, State departments of education and local school authorities. The laws of more than half the States and Territories, however, do not permit the State educational agency to administer the program in private schools. In these States, private schools deal directly with USDA.

BRIEF HISTORY

Organized school feeding in the United States dates back to the middle of the 19th century, but Federal assistance to school lunch operations did not begin until the early 1930's. In 1933 the Reconstruction Finance Corporation made loans to several communi-

ties in Missouri to pay labor costs for preparing and serving school lunches. By the end of the next year, assistance was provided in 39 States through the Civil Works Administration and the Federal Emergency Relief Administration. Later, the Works Projects Administration and the National Youth Administration furnished both labor and trained managers for lunchroom operations.

In August 1935, Congress enacted legislation for the purchase of surplus foods and their distribution to schools and other eligible outlets. In 1939 USDA helped expand school feeding by distributing surplus foods according to the number of needy children served.

An unprecedented demand for food during World War II eliminated surpluses. This led USDA to begin giving schools cash assistance to buy food locally in March 1943.

The National School Lunch Act of 1946 authorized Federal grants-in-aid to the States for school lunches. Congress declared that the objective of the Act is "to safeguard the health and well-being of the Nation's children and to encourage the domestic consumption of nutritious agricultural commodities and other food."

The Act authorizes cash reimbursements for a portion of the food costs and the distribu-

tion of food acquired by USDA in its price-support and surplus removal operations. Section 6 of the Act also authorizes the Department to buy and distribute certain foods to help schools meet the nutritional standards of the lunch program.

The Act stipulates that children be provided free or reduced-price lunches when determined by local school authorities to be unable to pay the full price. Such children must not be identified or discriminated against in any way.

Special Assistance

The National School Lunch Act was amended in 1962 to authorize additional cash and food assistance to schools which draw their attendance from areas of poor economic conditions. This additional help enables such schools to lower lunch prices and serve additional free lunches, to help more needy children.

Nondiscrimination

The original School Lunch Act was intended to and has benefited all children regardless of race, color or national origin. Since passage of the Civil Rights Act of 1964, it is necessary for all schools participating in the Program to sign civil rights assurances of compliance with rights guaranteed by Title 6 of the Act. This Title prohibits participating schools from discriminating because of race, color or national origin in the admission of pupils as well as in the operation of the Program.

BENEFITS OF THE PROGRAM

The National School Lunch Program not only benefits children who participate, but also contributes to the agricultural and national economy as well as to the total educational process.

For children, the National School Lunch Program provides:

- Nutritious low-cost lunches that promote improved health now and in the future.
- Sound educational experiences for developing good eating and health habits.
- Social experiences for developing good manners and courteous behavior.

For agriculture and the Nation, the Program—now the largest food service operation of its kind in the country, and a 1½ billion dollar “business”—means:

- Expanded markets for farmers and the food industry.
- Increased employment opportunities for school food service and related industry personnel.
- Strong, well-fed youth, today.
- Alert, healthy citizens tomorrow.

For education, the Program—now one of the world’s best examples of applied nutrition—provides:

- An educational activity center for the school—a laboratory for learning, relating classroom teaching to everyday living.
- An opportunity to enrich lessons on health, science, arithmetic, social studies, art, etc.; business courses, home economics curricula, consumer education, and nutrition education.

ASSISTANCE AVAILABLE FROM USDA

The U. S. Department of Agriculture, through the Consumer and Marketing Service, assists School Lunch Programs by providing cash, food, and guidance.

Cash

Under the National School Lunch Act, cash payments are made to States to be used by

participating schools for local food purchases. Private schools receive this cash assistance on the same basis as public schools. The Consumer Food Programs District Offices make these disbursements to private schools in States where the State educational agency is prohibited by law from doing so. Additional cash assistance is given to some schools which draw their attendance from poverty stricken areas.

Food

A variety of foods is donated to schools by USDA. Authority for the donation of these foods comes from three sources, usually identified as Section 6, Section 32 and Section 416.

Section 6 foods are those purchased under the authority granted USDA by Section 6 of the National School Lunch Act, to help participating schools serve nutritious lunches which meet the Type A lunch requirements. They are distributed according to the number of children participating in the program.

Section 32 foods are those acquired by USDA under its surplus removal programs as authorized in Section 32 of Public Law 320, as amended. Donations are made to eligible schools, summer camps, institutions and needy families. Generally schools receive priority.

Section 416 foods are those acquired through USDA's price-support activities and distributed under the authority granted in Section 416 of the Agricultural Act of 1949, as amended. Donations are made to the same eligible outlets as Section 32 foods. After the needs of these domestic outlets have been satisfied, Section 416 foods also may be donated for use in foreign countries. Amounts and kinds of Section 32 and 416 foods available for donation to schools vary from time to time because of fluctuations in production and marketing conditions. These foods are distributed to schools only in the amounts that can be used effectively.

Guidance

The technical assistance and guidance USDA provides help private schools operate financially sound programs, make maximum use of USDA donated foods and cash assistance, and serve better lunches to more children at lower cost. The Department:

- Provides practical program aids — monthly newsletters and other publications on food use and management—to help school lunch personnel plan, prepare and serve nutritious Type A lunches within their food budgets.
- Provides a monthly list of "Plentiful Foods". . . those foods which should be good buys because they are expected to be in plentiful supply.
- Provides help in planning and conducting effective public relations programs —suggested news releases—ideas for radio and television shows.
- Plans and conducts workshops and other training programs for school lunch personnel.
- Provides guidance on overall school lunch operations during periodic visits to individual schools.

Special Milk Program

The Special Milk Program encourages consumption of fluid milk by children through reimbursement payments for each half pint served, excluding the first half pint of milk served with the Type A lunch.

RESPONSIBILITIES

Sponsor's Responsibilities

The sponsor of a school lunch program is responsible for initiating, organizing, maintaining and operating the lunch program in accordance with the provisions contained in the National School Lunch Agreement. The quality and progress of the lunch program is directly related to the leadership the sponsor provides, even though the actual operation

of the program is generally delegated to the school lunch supervisor or manager.

School Administrator's Responsibilities

The school administrator plays a vital role in the successful operation of his school lunch program. It is a reflection of his knowledge and understanding of program policies and objectives, his attitude toward school lunch as part of education. Responsibilities of the administrator include:

- A knowledge of the major facets of school lunch operations.
- Establishment of an administrative pattern that will permit the School Lunch and Special Milk Programs to function effectively.
- Development of policies and procedures regarding:
 1. Type and style of lunch service.
 2. Scheduling and supervision of lunch periods.
 3. Lunch charges, methods of payment, free lunches, etc.

4. Personnel — qualifications, health, welfare, professional growth.
5. Sound and efficient operation.
6. Use of school lunch facilities and equipment for purposes other than the lunch program.
7. Promotion of the educational aspects of the program as a part of the overall school program.

- Evaluation of the lunch operation to determine the progress and development.
- Interpretation of the program to the students, teachers, parents, and community.

School Lunch Supervisor or Manager's Responsibilities

The ultimate success of the School Lunch Program rests with the manager. Her responsibilities will depend partly on the sponsor and the school administrator. They range from planning, preparing and serving lunches to maintaining records, training employees and purchasing equipment. The manager's duties are discussed on page 18, Section 4.

Section 2

ADMINISTRATIVE POLICIES AND PRACTICES

Modern educators recognize the school lunch as an important part of the total educational process. Establishing administrative policies and procedures in accordance with sound educational principles is basic to the successful operation of the School Lunch Program. The information presented in this section will assist sponsors and school administrators in setting up policies to fit their particular needs.

TYPE OF LUNCH

Schools participating in the National School Lunch Program agree to serve Type A lunches. A Type A lunch is composed of a planned group of foods, served as a unit, designed to provide the kinds and amounts of food boys and girls need at noon. Each lunch must include five basic food groups: milk, protein-rich foods, vegetables and fruits, enriched or whole-grain bread, and butter or fortified margarine. A more detailed discussion of the Type A pattern is in Section 5 of this handbook. Quantity Recipes for Type A School Lunches (PA-631), Food Buying Guide for Type A School Lunches (PA-270), and A Menu Planning Guide for Type A School Lunches (PA-719) are USDA publications designed to help schools meet the Type A lunch requirements.

Schools may offer:

- The same Type A lunch to all children.
- A choice between two different Type A lunches.
- Choices of a limited number of foods within the framework of the Type A pattern—i.e., a choice between protein-rich foods; fruits or vegetables; or breads; etc. Choices offered should be between foods of similar nutritive value.

Complete Lunch Without Choice—

A Type A lunch served without choice is the most popular, particularly in the elementary schools. It is the most economical and easy to prepare, and the children are assured of receiving all components of the Type A lunch.

Complete Lunch With Choice—

Some high schools offer complete lunches with limited choices to give training in wise food selection. It should be noted that increasing the number of food offerings increases production costs, requires more equipment and more skilled personnel, makes food control more complex, slows service, and increases the probability of leftovers. However, it does allow the high school student to exercise his feeling of independence and in some schools results in increased participation.

STYLE OF SERVICE

Cafeteria Style

Cafeteria service is the most popular style of food service in school lunchrooms and generally proves to be the fastest and most efficient. The children pick up served plates or trays, milk and utensils from a counter and carry them to the dining area. In some schools with very young children, tables are pre-set with silver, napkins and milk, and only the served plates are carried. However, in most cases younger children can be trained to carry all food and utensils on trays as well as older children.

Classroom Service

Classroom service permits pupils to eat at their desks. Food may be sent from the kitchen to the classrooms and served by the teacher, lunchroom workers, or older students, or the lunch may be picked up in the kitchen by the students who take it to the classroom. Some schools must use this type of service because of limited space and facilities. Special attention to supervision and sanitation is necessary before, during, and after the lunch service.

Family Style

Family style service is sometimes used in special situations. Children are seated at small tables, and food is placed on the tables in platters or bowls. A host or hostess serves each child. Care must be taken that food is

served at the correct temperatures, and that each child receives adequate servings. The host or hostess should be well-informed about the Type A lunch and should encourage each child to eat the complete lunch. This type of service is not practical in the average school.

School-Prepared Bag Lunches

School-prepared bag lunches are most appropriately used where facilities are severely limited, in emergency situations where remodeling or repair work is being done, and on special occasions such as day-long field trips or "al fresco" dining. A complete Type A lunch is packed in disposable containers and served either in the classroom or other suitable dining area.

SCHEDULING THE LUNCH PERIOD

An efficient lunchroom schedule requires careful planning, close cooperation, and teamwork among sponsors, administrators, faculty, school lunch personnel, and students. If possible, play periods should be scheduled before, not after eating. The lunch period is usually scheduled between 11:30 a.m. and 1:00 p.m. Twenty-five minutes usually allows enough time for pupils to eat. In most situations, it is possible to serve 10 to 12 pupils in one line per minute.

Factors to be considered in scheduling lunch periods:

- The number of children eating at school.
- Available space.
- Time to wash hands before eating.
- Time for eating and leaving the lunch area clean and orderly.

Staggered System

Class dismissals staggered at 5 minute intervals will help eliminate long waiting lines at the serving counter. The use of a staggered schedule helps cut down on the time pupils must stand in line and permits a steady flow of students to and from the lunchroom. In high schools with departmentalized programs, periodic dismissals in waves will cause a break in the middle of a period. The elimination of waiting lines and overcrowded

lunchrooms may merit this disruption.

Shift System

Where staggered dismissals are not used, timed shifts may be used to accommodate the number to be served according to the seating capacity of the dining area. Three shifts are usually possible within desirable time limits.

METHODS OF COLLECTING MONEY

The procedure for collecting pupils' lunch money is best determined by the sponsor or school administrator in cooperation with the school lunch manager. The most popular methods are selling tickets or tokens, collecting cash, and adding the lunch charge to the tuition.

Tickets or Tokens

Tickets or tokens may be sold weekly or monthly. This reduces the possibility of pupils losing money, speeds up the serving line, and provides a daily estimate of participation for school lunch managers. However, there are problems of lost tickets, refunds for absences, and extra time and personnel to sell tickets.

Cash

Cash may be paid daily in the lunchroom. A cash register can be used to verify amounts paid for student lunches, additional milk for students, and adult payments.

Added to Tuition

An additional tuition item earmarked for school lunches is satisfactory, provided the amount collected for paid lunches agrees with the amount reported as income from "children's payments" on the monthly claim for reimbursement form.

FREE LUNCHES

Schools participating in the National School Lunch Program are responsible for supplying free or reduced-price lunches to all children who are determined by school officials to be unable to pay. In addition, there should be no discrimination against any child because of his inability to pay. These points are covered in items five and six of the School Lunch Agreement.

The sponsor or school administrator is responsible for determining who is eligible for a free or reduced-price lunch. Help in making decisions may be obtained from school lunch personnel, the school nurse, or other members of the school staff, as well as State or local public welfare officials.

A free lunch is defined as one served free or at a reduced price to a child who is determined by school authorities to be unable to pay the full price of the lunch. This holds true even if the child prefers to work for his lunch or if an organization pays all or part of the charge.

Children receiving free or reduced-price lunches should not have different color lunch tickets, use different cafeteria lines, eat at different times, eat at different tables or be discriminated against in any way that would distinguish them from children who pay.

Special rates given to needy families with two or more children in school is an excellent method for reaching needy children and increasing participation. There are several ways this form of payment can be handled. Generally, the first and second child will pay the regular price, and a reduction is given to each additional child. Weekly or monthly tickets can be sold on the same basis. If family rates are made available only to those in need, these lunches may be counted as free or reduced price.

SUPERVISION OF LUNCHROOMS

Beneficial lunchroom experience may begin with classroom discussion of what is expected in table manners and social conduct. Supervision should not be overly strict. Children should not be permitted to be loud or boisterous, but they should be permitted to speak in low tones so that the lunch will be a pleasant experience.

There are five types of supervision that may be used:

- Each teacher may lunch with and supervise his own class.
- One or two teachers may supervise the entire lunchroom, serving on a rotating basis.

- Student supervision planned in cooperation with teachers and the student council.
- Volunteer supervision.
- Paid supervision.

INTEGRATION INTO TOTAL CURRICULUM

An important factor influencing the status of the School Lunch Program in the school is the interest given the program by the school administrator. If he takes an active interest, the program will be given the high status it deserves.

The school lunch manager and staff also play an important part. The manager should have professional qualifications, and her status should be equal to that of the teachers. The efficiency or lack of efficiency of the staff determines the general reaction to the program of the pupils, parents and community. Therefore, the staff also should be highly qualified.

The school administrator should cooperate with the school lunch manager to make sure the School Lunch Program contributes toward the total school effort. Pupils learn good food and health habits in school lunchrooms as they learn appropriate subject matter in the classrooms.

The lunch program offers many opportunities to relate classroom learning to everyday life. Some examples which schools may wish to consider are:

- Health classes can use the variety and amount of food served in the school lunch to illustrate health value of nutritionally balanced meals, emphasizing the importance of cleanliness, sanitation, and proper disposal of food waste.
- Science classes can find many applications in the techniques of food processing and food preservation, precautions taken to prevent food spoilage, varying degrees of temperature and air pressure used in cooking, the chemistry of foods and cleansing agents, and the effect of food on growth and development.

- Mathematics classes can get practical experience in handling food cost problems and customer payments, developing charts and graphs on participation, food and labor costs, and food waste, computing receipts and expenditures, analyzing expenditures and reconciling bank balances.
- Social studies and consumer education classes can study the geographical sources of foods used in the program and their effect and value on various areas of our economy, foods used by other countries; commercial food processing, packaging and distribution, Government grading and inspection services.
- Art classes can assume responsibility for making charts, posters, displays and table decorations and set up food exhibits for display in the school or local stores.

INTERPRETATION OF PROGRAM TO COMMUNITY

Arousing the interest of the local community in the School Lunch Program should be a cooperative effort among the sponsor, school administrator, and the school lunch manager. It is important to show parents and members of the community what is being done in the lunchroom because their support is needed if the program is to be successful.

Groups to be Reached

Community groups to whom school lunch programs should be interpreted include:

- Pupils.
- Parents.
- Teachers.
- Church groups.
- Local business and service clubs.
- Fraternal organizations.

Methods Used

School and community interest in school lunch can be fostered through the following:

- Letters to parents.
- PTA meetings.
- Workshops and "open house" for parents.
- Publicity in newspapers and spot announcements on radio and television.
- Presentations with question and answer periods at community club meetings.
- Handbooks for parents, faculty, and pupils.
- Assembly programs.
- School bulletin boards.
- Church bulletins.
- Eating habit surveys.

EVALUATING THE PROGRAM

Continuous self-evaluation is important to the success of the School Lunch Program. The school administrator or sponsor should meet with the school lunch manager at least twice a year to evaluate the program and plan for continued improvements. He should discuss:

- Progress made in specific phases of the program.
- Reasons for little or no progress in other phases.
- Changes or additions that will increase the program's contribution to the total school program.

Enlist the help of teachers, pupils, and parents when making evaluations. Find out what they like about the program and what they would like changed.

Section 3

FINANCIAL POLICIES AND PRACTICES

The end goal of the National School Lunch Program is nutritious lunches for children. Sound financial policies and practices are as essential to the operation of a successful lunch program as any other aspect. Following the practices outlined in this section will help sponsors, supervisors and managers:

- Foresee budgeting difficulties.
- Increase efficiency of operation through a clear understanding of the financial status of the lunch program.
- Achieve the goals of the National School Lunch Program.

Because lunch prices must be kept as low as possible, school lunch managers must be cost conscious, and operate efficient and financially sound programs.

Outside help is often needed in order to operate a successful program. Local support in the form of donations covering such items as the cost of equipping the school lunchroom, use of utilities, bookkeeping, supervisory and other services will add materially to the success of the program. All program sponsors are urged to seek and encourage the interest and support of church, school and local civic organizations.

RECORDS

If used properly, records are of considerable help as a management tool. They can help simplify management of the program and improve program operations. Records show how the program stands and, with reasonable interpretation, what can be expected in the future. Keeping good records not only meets recordkeeping requirements, but is a valuable aid to program operations.

Required Records

Schools taking part in the National School Lunch Program are required to maintain certain records. This is stipulated in the National School Lunch Agreement. Full and

accurate records must be kept of the following:

- (1) Lunch Service
 - (a) Daily number of Type A lunches served with milk to children.
 - (b) Daily number of Type A lunches served without milk to children.
 - (c) Daily number of free or reduced-price Type A lunches served with milk to needy children who cannot afford to pay the full asking price.
 - (d) Daily number of free or reduced-price Type A lunches served without milk to needy children who cannot afford to pay the full asking price.
- (2) Program Income (Receipts)
 - (a) Children's payments.
 - (b) Federal School Lunch reimbursement.
 - (c) Adult payments.
 - (d) General school or church funds.
 - (e) Donations from churches, local civic groups, welfare agencies and individuals.
- (3) Program Expenditures
 - (a) Food.
 - (b) Labor.
 - (c) All other expenditures.
- (4) Value of Donations
 - (a) Food (not including the food donated by the U. S. Department of Agriculture).
 - (b) Services.
 - (c) Other than food and services.

PROGRAM INCOME

Children's Payments—Pricing Policies

Several factors must be considered in determining Type A lunch prices:

- The price must be kept within the paying ability of a majority of the children. Schools are obligated to serve Type A

lunches free or at a reduced price to those children who are determined by local school authorities to be unable to pay the full asking price.

- Keeping the price as low as possible encourages higher participation. High participation will help reduce the "per lunch cost" of labor and other expenses.
- Price concessions to children from large families will encourage more of these children to participate in the program. In like manner, granting a price concession for purchasing weekly tickets will tend to stabilize participation and thus aid effective planning.
- Reduced prices should be offered to those children who can pay something but who cannot pay the full asking price. Therefore, in a given school, various prices for a Type A lunch may exist. The person responsible for collecting payments should know how much each child is expected to pay.

Adult's Payments—Pricing Policies

Adults are expected to pay, at least, the price paid by the children plus the rate of Federal reimbursement and the value of USDA-donated foods. Federal cash assistance and donated foods are available for the benefit of children only. As a result, adults are expected to pay the full cost of their lunches. Many schools charge adults about 10 cents more per lunch than the children pay. Even with the additional charge, adults eating in the school lunchroom are receiving a real bargain which could not be duplicated in a commercial establishment.

If lunches are included as a fringe benefit or offered as part of the salary arrangements for the teaching staff and other school employees, the school is expected to transfer or provide enough money to the school lunch program to pay the cost of adult lunches.

Lunches may be served free or at a reduced price to adults as full or part payment for performing some service specifically for the school lunch program. This service could be

keeping records, supervising the children during the lunch hour, assisting in serving, etc. These lunches are *not* to be included on the claim form as free lunches.

Federal Reimbursement

Each year the Congress of the United States appropriates money to be used for the National School Lunch Program. This money is divided among all the schools participating in the program throughout the country. The amount of reimbursement your school receives is determined by the number of children participating in the program in your State as well as the relation of the per capita income of your State to the per capita income in the United States. The needs of each school are considered when reimbursement rates are assigned by the Consumer Food Programs District Offices. The amount of reimbursement may not exceed the cost of food purchased.

Income from Other Sources

Some school lunch programs are fortunate enough to receive cash donations from local civic groups, welfare agencies and individuals. Such contributions should be encouraged whenever possible. Financial assistance from general school or church funds may be needed to meet lunch requirements and maintain satisfactory standards if the school lunch income does not cover the cost of operating the lunchroom.

PROGRAM EXPENDITURES

All expenses directly related to the cost of preparing and serving Type A lunches to children and to the transportation, handling and storage of food may be charged against the school lunch fund account. Program income, however, *cannot* be used to:

- Purchase land.
- Acquire or construct buildings.
- Make alterations of existing buildings.

- Pay for the construction, alteration or installation of permanent facilities, such as water, sewers, gas, electrical or heating systems, which become a part of the building to which they are attached.

Out-of-State travel for school lunch personnel or the purchase of automotive equipment must be financed from sources other than Federal reimbursement or children's payments.

All payments from school lunch program funds must be supported by invoices, receipts or other evidence of purchase. These supporting documents and other school lunch records must be kept for a period of at least 3 years after the close of the Federal fiscal year to which they apply. The Federal fiscal year is July 1 through June 30.

It is strongly recommended that most payments from school lunch funds be made by check. A petty cash fund may be kept for small out-of-pocket expenses.

Grouping of Expenditures

Expenditures must be grouped in these categories:

- Food.
- Labor.
- Loan payments.
- Other expenses for non-food items.

Food expenditures include:

- All foods, including milk, purchased for use in the National School Lunch and Special Milk Programs.
- The cost of handling, transporting, and storing USDA-donated foods.
- Sales tax paid for the purchase of food.

Labor costs include:

- Salaries paid to school lunch workers, such as managers, cooks, helpers, etc.

- Withholding tax, retirement or social security payments, and insurance premiums (health, life, bonding, etc.) which are withheld from the employees' checks.
- Employer's share of retirement, social security, or insurance payments.

Loan payments cover any funds paid against cash loans or funds advanced to the program. A separate record should be kept with the school lunch records showing the amount advanced, the amount paid and the amount still owed.

Other expenses include payments for miscellaneous supplies and items which are not food or labor such as straws, paper napkins, detergents, mops, brooms, etc. If the cost of utilities is paid from school lunch funds, the amount charged against the funds must be based on actual cost of utilities used for program purposes or on reliable estimates obtained from utility companies. Expenses incurred by school lunch personnel to attend school lunch workshops within the State may be financed from program funds.

In reporting and maintaining records of expenses, make certain the expenditures were specifically for use in the National School Lunch Program. Do not include expenses involving other church or school activities. If purchases are made for personal use or for other school or church affairs, ask the supplier to issue separate invoices so that such expenses will not be included as part of program costs.

COMPUTING POTENTIAL INCOME

Every school lunch manager should know in advance how much money there is to spend, where it comes from and where it is to be spent in order to operate a school lunch program efficiently. The following form is suggested to assist you in estimating your probable income and planning the expenditures accordingly:

1. Estimated Number Children _____ at _____¢ per lunch \$_____
2. Estimated Number Children _____ at reduced price \$_____
3. Estimated Number Children _____ served at no charge
4. Estimated Reimbursement _____ children's lunches at _____¢ rate \$_____
5. Estimated Number Adults _____ at _____¢ per lunch \$_____
6. Estimated Number Adults _____ served at no charge (workers)
7. Estimated Total Lunches _____ Estimated Total Daily Income \$_____
8. Estimated Daily Income \$_____

x 5 days
9. Estimated Weekly Income \$_____
10. Other Cash Contributions \$_____

\$_____ Total Cash Available per Week

Item 1 of this form is self-explanatory. If there is more than one charge to the child, estimate the number that will be eating at each price and figure the income.

Example: Estimated Number Children 180 at 35¢ per lunch \$63.00
 Estimated Number Children 290 at 25¢ per lunch 72.50
Total \$135.50

Item 2 Estimate the total number of children receiving lunches at reduced prices or family rates and the total amount of cash expected.

Example: 6 children @ 20¢ ----- \$1.20
 14 children @ 15¢ ----- 2.10
 10 children @ 10¢ ----- 1.00
30 children Total \$4.30

Item 3 Self-explanatory.

Item 4 Total the number of children's lunches shown in Items 1, 2 and 3 and multiply by your current rate of Federal reimbursement to estimate daily income from this source.

Item 5 Self-explanatory. We remind you that all adult lunches, except those working in the program, should be paid either by the individual or the sponsor. The charge should be sufficient to cover food and production costs since reimbursement is not paid nor USDA-donated foods made available for adult lunches.

Example: Estimated Number Adults 9 at 45¢ per lunch \$4.05

Item 6 Self-explanatory.

Item 7 Total Items 4, 5, and 6 to estimate the total number of lunches to be prepared daily. Estimated Total Daily Income is obtained by adding the amounts of money shown in Items 1, 2, 4, and 5.

Items 8 and 9 Multiply the estimated income by 5 days for estimated weekly income from the sale of lunches.

Item 10 Other cash contributions will include any fixed amount(s) of money given to the program by the sponsors, church groups, parents' clubs, etc. Add to estimated income from the sale of lunches for the total amount of cash available to cover all costs of school lunch operation.

COMPARISON OF POTENTIAL VS. ACTUAL INCOME FROM CHILDREN'S PAYMENTS

The above type of estimate will show the amount of income expected. This potential

income, based on the number of lunches served, should be compared periodically with the actual cash received to be certain that the collection system is working properly.

DETERMINING PROGRAM EXPENDITURES

After estimating the school lunch income, the amount of money to be spent for each item paid from this income should be determined. A record of food, labor, and other expenses accurately kept will give a good picture of what it costs to operate your program.

In the School Lunch Program food and labor expenditures represent the bulk of the school lunch dollar—between 90 and 95 percent and in some cases even higher. Other expenditures which must be made represent purchase of supplies, paper goods and other miscellaneous items as well as replacement and/or repair of equipment.

Some accepted percentage guides for school lunch expenditures are:

Food	60-70 percent
Labor	25-35 percent
Other	5-10 percent

These percentages are guides and certainly do not apply to all lunch programs. The principal factors influencing the percentage of the income that will be spent for each item in an individual school are size, adequacy of equipment, efficiency of personnel, donated goods and services, wise buying practices, and optimum use of USDA-donated foods.

A simple analysis of program income and expenditures for the last school year will provide a sound basis for planning expenditures for the current year. It will also provide guidelines to keep you from spending more than you can afford. To determine the percentages of expenditures that represent food purchases, labor and miscellaneous items the following procedure may be used:

1. Total all school lunch expenses.
2. Divide total food cost by total expenditure to get percent spent for food.

3. Divide total labor cost by total expenditure to get percent spent for labor.
4. Divide total "other" cost by total expenditure to get percent spent for "other".

Compare these percentages calculated from your school records with the accepted guides listed above. Food and labor costs are usually higher in small programs (250 or less) than in larger programs. If any one category of expense is out of proportion, you can then determine what should be done. For example, if labor costs represent too high a percentage of the total expenditure, the financial position of your program will be improved by reducing the hours of paid labor or by some other means such as increasing participation, which will lower this percentage.

BUDGETING

It is essential that school lunch funds be carefully budgeted. When the percentages discussed above are applied to the estimated school lunch income, the result will be the amount of money to allow for each category of expense. Keeping within these budget estimates requires careful and efficient management as well as constant awareness of the financial status of the program.

Adequate controls must be maintained to assure that:

- Menus are being planned within the budget.
- Labor and equipment are being efficiently utilized.
- Wise buying practices are being followed.
- Funds are being properly collected.
- Accounts are reconciled.
- Records are evaluated periodically to determine if savings can be effected.

RECONCILING BANK STATEMENT

To verify program accounts, sponsors should reconcile the closing cash balance reported

Checks Outstanding—Not Charged
to Account

Check No. or to whom written	Amount
	\$
Total	\$

on the claim with the bank statement. Most bank statements provide a form and space for making this reconciliation similar to the following:

	Month	19
Bank Balance		
Shown on Bank Statement		\$
Add		
Deposits Not credited in This Statement (if any)		\$
Total		\$
Subtract		
Total of checks outstanding		\$
Balance		\$

(This balance should agree with the balance on the last checkbook stub, after deducting the service charge, if any, shown on bank statement.)

Add	
Cash on hand	\$
Total	\$

(This balance should agree with the closing cash balance reported in Item 10 on the Claim for Reimbursement.)

Briefly then, the closing balance of the bank statement, plus deposits not reported on the bank statement, plus cash on hand minus uncleared checks should equal the closing cash balance of the claim for reimbursement.

MAKE RECORDS WORK

If records are to be useful for School Lunch Programs, they must be:

- Kept on a current basis.
- Accurate.
- Analyzed daily, weekly, monthly, quarterly, and annually.

Records will tell the percentage of participa-

tion, financial status of the program and program strengths and weaknesses. Some program weaknesses that may be uncovered by a careful analysis of accurate school lunch records include:

- Poor food buys.
- Poor use of USDA-donated foods.
- Poor quality menus.
- High labor costs.
- Inadequacy of equipment.
- Poor use of equipment.
- Poor inventory control.

Section 4

PERSONNEL

The success of any school lunch program depends largely on the contribution of all school lunch personnel. Well-defined personnel policies provide guidelines to efficient operation, give stability to the program, and security to the employees.

Recruiting and holding efficient, qualified personnel is one of the most difficult problems facing business and industry today. School lunch is "big business" and is subject to personnel problems confronting other segments of business and industry.

It is important that each individual be carefully selected for the position he or she is to fill. Each employee should be given a thorough understanding of responsibilities, and full instructions and training for each job to be done. A better understanding of the purpose of the program and the jobs to be done will help motivate employees to perform their tasks successfully.

DETERMINING HOW MUCH HELP IS NEEDED

One of the major responsibilities of any school lunch administrator is to determine how much help is needed to operate the program. This involves both the number of workers and the number of hours to be worked.

Variable Factors

There is no set formula for determining how much help is needed in the lunchroom. Each situation is different. There are many variable factors to consider, including:

- Number and length of lunch periods.
- Average daily participation.
- Seating capacity of the lunchroom.
- Size of the kitchen.
- Kind and arrangement of equipment.
- Style of service.
- Type of menu.

- Number of servings of each item on the menu.

Basic Steps

Some basic steps to use in determining the size of the staff are:

- Establish the work to be done.
- Establish the qualifications of personnel needed to do the work.
- Determine duties to be performed by each employee.
- Break down the individual duties into specific tasks.
- Determine the time required to perform each task.
- Determine the total time required to perform all types of work.

Number of Employees Based on Daily Lunches

Generally, one full-time employee can handle up to 75 daily lunches, and one additional employee is needed for each 100 lunches over that figure. In other words, one manager and one worker for 75-175, one manager and two workers for 175-275, etc. Keep in mind that these are only guides. It also is important to use part-time help to handle peak loads. Effective use of part-time help may enable a manager to operate a good lunch program using less full-time help than is indicated in the guides above. The use of labor-saving equipment also becomes more important as the number of daily lunches increases.

CLASSIFICATION OF EMPLOYEES

Employees can be divided into four groups: permanent employees, part-time employees, volunteer workers, and student workers. Permanent employees are generally classified as managers, cooks, workers, or helpers. Part-time employees work only for stated periods of the day. Volunteer workers are those who donate their time to the school lunch program, generally on a part-time basis. Of course, student help is also on a part-time basis.

THE MANAGER

The manager is the key to an efficient school lunch program. She is responsible to the school administrator for operation of the program. It is almost imperative to have a full-time employee in the position. The duties of a manager are varied and complex. Duties may include:

- Supervision and training of all personnel.
- Menu planning and food purchasing.
- Supervision of preparation and serving of food.
- Supervision of storage and dining facilities.
- Purchasing equipment.
- Control and safeguard of acceptable sanitation practices.
- Maintenance of financial records and reports.
- Working with the sponsor and school administrator in developing a good nutrition program and good public relations.

THE STAFF

The school lunch staff work under the direction of the manager. They are generally responsible for:

- Preparing, serving and storing food.
- Washing, sterilizing and putting away dishes, trays, and utensils.
- Washing, sterilizing and storing pots and pans.
- Cleaning kitchen, dining room and storage area.
- Helping with other tasks assigned by the manager.

The duties of each member of the staff vary, but should be clearly defined by the manager. When assigning duties, the manager must know and take into consideration individual abilities and preferences.

Full-Time Employees

Paid full-time employees perform most of the major duties in the lunchroom. A full-time employee generally works 6 to 8 hours per day.

Part-Time Employees

Part-time employees are especially helpful for the peak period during and after the lunch service. Hourly wages are generally less than for full-time workers because experience and length of service are usually less than that of full-time personnel. Part-time employees generally work about 3 or 4 hours a day.

Volunteer Workers

Volunteer workers can make a definite contribution to the program in many schools where financial resources do not permit a full staff of employees. However, it is important that they be dependable and well organized. To be effective they must be available day after day, and this requires detailed scheduling and provisions for substitute workers when necessary. It may be helpful for the manager to work with mothers clubs, or the PTA or school and home associations in choosing and scheduling volunteer workers.

Student Help

Generally, student help is used in table setting, serving, and cleanup operations. Students should not help prepare food. If and when used, student help should be alternated frequently to allow greater participation and permit students to miss as little classwork as possible. Most student help is used an hour a day or less. Work done by students should be voluntary—not as a requirement for a free lunch. It is important that student workers follow the same health and sanitation practices required of other school lunch employees.

RECRUITMENT

Sources

There are many sources of qualified school lunch personnel. Some of these include:

- Local employment agencies.

- "Help wanted" advertisements.
- Professional publications.
- Church bulletins.
- PTA.
- Persons presently employed.

Methods of application

A written application should be mandatory. Application forms provide a permanent record of all applicants. The form need not be complex. A simple form which includes information pertaining to the position desired, personal background, formal education and experience is satisfactory. A sample application form is on page 23 of this section.

In addition to the written application, personal interviews and tests may be used. During the interview, an evaluation can be made of the personality of the applicant as well as qualifications and background for the job desired. If written tests are used, they should include questions on food service terms, food preparation, use and care of equipment, safety, sanitation, dishwashing, refrigeration, dealing with the public, and any other phase of school lunch operation pertinent to the position.

References should always be required for any position. The person responsible for hiring should check these references.

SELECTION

The final selection of employees for the school lunch program should be the responsibility of the sponsor, school administrator, or the manager. No matter who makes the final decision, the manager should have some voice in selecting those who will be working under her.

GENERAL QUALIFICATIONS

When weighing an applicant's qualifications, consideration should be given to the following:

- Age.
- Physical health.

- Mental health.
- Education.
- Intelligence.
- Experience.

Age

Maximum age limitations depend much on the physical condition of the employee. Age should not necessarily disqualify a prospective employee, particularly when other qualifications are good. Retirees in good physical condition have contributed greatly to some school lunch programs.

Physical Health

The characteristics of good physical health include sound teeth and gums as well as freedom from colds, headaches and other physical disturbances. Initial and periodic physical examinations should be required of all adult food service personnel. Sponsors and school administrators should be familiar with and adhere to all local and State laws. Some State and local health departments require the issuance of food handler permits at specific intervals based on results of certain tests for contagious diseases. An annual blood test is recommended for each employee. Other preventive measures required by some health departments and school systems include annual chest X-rays, and annual check on heart condition and blood pressure.

Health records of school lunch employees should be on hand at all times.

School lunch personnel should always:

- Meet the same health standards required of other members of the school staff and other food service personnel in the community.
- Stay away from work when infected with a cold, sore throat, or other communicable disease.
- Stay away from work when they have open sores, boils, or infected cuts.
- Have physician's approval before reporting for work after exposure to communicable or infectious disease.

Education

The amount of formal education required for a school lunch employee varies according to the classification of the job. Generally, all employees should be able to read and comprehend written instructions. Graduation from high school or its equivalent is usually required of all candidates for manager positions.

In measuring the educational qualifications of an applicant or employee, consideration should be given to ability acquired through reading, attending training classes, self education, and job related experience. It is usually true that the greater the degree of formal education, the more rapidly the individual can grasp information. However, there are people whose attainments go far beyond the point that might be expected from their formal education. Each person should be carefully interviewed and tested to determine the level of abilities.

Experience

Some experience in quantity food service is generally required for managers. The experience requirement will vary according to the number of children served daily.

PERSONAL CHARACTERISTICS

Some of the personal characteristics desirable in employees if they are to make the maximum contribution to the School Lunch Program are:

- Interest in children.
- Good attitude toward the program.
- Ability to cooperate.
- Dependability, loyalty, integrity, patience.
- Neat appearance.
- Ability to communicate with others—staff, faculty, parents, community.

PERSONAL HYGIENE

The manager is responsible for protecting all who eat in the school lunchroom from any

possibility of food contamination. Obviously the personal appearance and hygiene of all employees is vitally important. Personal appearance includes such characteristics as clear skin, lustrous hair, correct weight based on height and body build, fingernails not too brittle, sparkling eyes, wholesome attitude, and the ability to work without undue fatigue.

Some of the basic fundamentals of good personal hygiene are:

1. Good grooming habits.
 - a. daily bathing.
 - b. use of deodorant.
 - c. regular shampooing of hair.
 - d. daily brushing of teeth.
 - e. clean, moderately short fingernails with no fingernail polish.
 - f. clean uniforms.
 - g. low-heeled, comfortable shoes.
 - h. hair nets.
2. Absence of costume jewelry and excessive makeup.
3. Positively no smoking in and around the preparation and serving of food.
4. Wash hands with soap and warm water.
 - a. before beginning food preparation.
 - b. after returning from toilet.
 - c. after using handkerchief.
 - d. after touching face or hair.
 - e. after handling money.

HOURS OF WORK

Hours of work performed by all school lunch personnel should be determined by the sponsor or school administrator. The manager will work closely with the sponsor or school administrator and should be responsible for preparing a detailed work schedule for each employee. This should include the hours of duty, lunch periods and rest periods or coffee breaks.

LEAVE POLICIES

An important factor for retaining personnel is a well-defined policy governing leaves of absence. The policy should be as liberal as budgetary plans and common sense dictate.

In all policies concerning time off, regardless of reason, employees should understand when and to whom notification should be made regarding their absences. There should be provisions for sick leave with pay for full-time school lunch personnel. It is usually determined on the same basis as that of others on the school staff.

SALARIES

The salary schedule should comply with existing laws and local labor requirements.

School lunch workers are covered by the Fair Labor Standards Amendments of 1966 to the Fair Labor Standards Act of 1938. This is more commonly known as the Federal Minimum Wage Law. For details concerning minimum wage requirements, schools may check with the appropriate Consumer Food Programs District Office.

The following factors should be considered in determining salaries:

- Duties and responsibilities.
- Number of employees supervised.
- Experience.
- Education.
- Training.
- Number of lunches served daily.
- Income available.

OTHER BENEFITS

Security in employment plays a real part in maintaining morale and good working relationships between employer and employee. This feeling of security on the part of employees is achieved in part by group insurance plans, retirement plans, social security, and workmen's compensation. Social security is covered by the Social Security Act of 1935, and workmen's compensation is provided by the Workmen's Compensation Act. Sponsors and administrators should be familiar with these two acts. School lunch personnel should receive the same benefits

as others on the school staff or others holding similar positions in industry.

TRAINING

Pre-Service

Pre-service training for new employees is valuable if the school lunch program is to operate effectively. Some schools hold a one-week training session prior to the opening of the school year. The school lunch manager uses this time to indoctrinate new personnel in the fundamentals of school food service. All the jobs essential to good lunchroom operations are covered including:

- Menu Planning.
- Food purchasing and storage.
- Food preparation and service.
- Care and use of equipment.
- Sanitation and safe food handling practices.

On-the-Job

On-the-job training is vital to the efficiency of school lunch personnel. A well organized, thorough, written program should be developed. This written plan should be broken down into the essentials of school lunch tasks such as menu planning, purchasing, etc. Lesson plans are helpful in the learning-by-doing process to insure that the essential details of a subject are thoroughly covered. The length of the training period depends upon the ability of the person being trained, motivation, kind of equipment involved, number of daily lunches, and the position for which the employee is being trained.

In-Service

In-service training keeps personnel abreast of current developments and changes in their professions. Some schools have brief weekly or monthly in-service training meetings. Since time is always a factor, these meetings should be brief but thorough, clearly presented, and conducted in a business-like manner.

Workshops

Organized training sessions or workshops play a valuable part in the overall training of school lunch personnel. USDA's District Offices plan and conduct workshops for private school lunch personnel, and many State agencies invite private school workers to their annual workshops. Colleges and Universities as well as vocational schools have courses on various aspects of school food service.

Some workshops and college courses are held during the school year, but most are scheduled during the summer vacation period. The length of these sessions varies, but most last from 1 or 2 days to a week. All segments of the school lunch program are ultimately covered, and many include demonstrations, particularly in the use of new foods and equipment. A definite schedule can be established covering three or more years, with written records maintained to assure wide coverage of personnel and subject matter. This will help the sponsor, school administrator, and manager to see that all school lunch personnel receive thorough workshop training.

MANAGEMENT OF PERSONNEL

Personnel management is one of the major responsibilities facing employers today. Every employee who performs satisfactorily

and maintains a desirable attitude deserves something more than mere tenure. Employees are entitled to commendations for work well done and the opportunity to earn greater responsibility either with or without an increased salary. Due to limited budgets and the size of operations in private schools, promotions are not always possible. However, every effort should be made to promote personnel when feasible.

There are numerous reasons for termination of employment. These include age, health, attitudes, lack of cooperation, and personal reasons of the employee. Good personnel management dictates that the major reasons for dismissal be covered by written policy and furnished to every new employee.

PROFESSIONAL ORGANIZATIONS

Membership in a professional organization can be a stimulating experience calculated to develop pride in one's work. Local, State, and national groups offer programs that are interesting, informative, inspiring, and that are reflected in the attitude of all those who participate. All school lunch personnel are qualified and should belong to the American School Food Service Association. Some other organizations to be considered are American Dietetic Association, American Home Economics Association, and State Nutritional Councils.

APPLICATION FOR POSITION—SCHOOL LUNCH PERSONNEL SL-AP

Date _____

Name of Applicant _____

Address _____ Tel. No. _____ Place of Birth _____

Citizen of United States _____ Length of residence in _____ Country _____ years

Date of Birth _____ Weight _____ Height _____ Physical Handicaps _____

Normal sight _____ Normal hearing _____ Ability to lift _____

Marital Status: Single _____ Married _____

Number of Dependents _____ Age of children _____

Position Applied for _____

Date Available for employment _____

Transportation available Yes _____ No _____

Reasons for leaving last position _____

		Education		
		Years Attended		
Schools Attended	Location	From—To	No.	Degree/Diploma

		Previous Experience		Annual Salary
		Years Employed		
Name of Employer (Please Print)	Address	From—To	Type of Work	

I certify that the information given above is true and correct.

Signature of Applicant

References:

Name _____

Address _____

Name _____

Address _____

Section 5

OPERATING POLICIES AND PRACTICES

This section treats the desirable practices and policies for the planning, purchasing, and preparation that create the Type A lunch. More detailed information may be found in the Food Buying Guide for Type A School Lunches (PA-270), Menu Planning Guide for Type A School Lunches (PA-719), Quantity Recipes for Type A School Lunches (PA-631), Guide for Planning and Equipping School Lunchrooms (PA-292), and Food Storage Guide for Schools and Institutions (PA-403).

TYPE A LUNCH

The nutritional goal for school lunches is to furnish at least one-third of the Recommended Daily Dietary Allowances of the National Research Council for children of different age groups. The Type A lunch pattern is a framework for nutritionally adequate school lunches that children will eat and enjoy.

Portions should be adjusted to the age and activity of participating children.

- For children in the upper elementary grades, the five food groups of the Type A pattern form the foundation of the lunch. When these foods are used in the amounts specified, and in combination with other foods necessary to satisfy the appetite, the lunches served will generally meet the food needs of 9- to 12-year-old boys and girls.
- For children in the lower elementary grades, the quantities of protein-rich foods, vegetables and fruits, butter or margarine specified in the Type A pattern may need to be adjusted to meet their lesser food needs.
- For boys and girls in junior and senior high schools, the quantities of foods specified in the pattern will need to be increased to provide for their greater nutritional needs. Teenagers will accept

and enjoy eating Type A lunches tailored to meet their food needs and preferences.

THE TYPE A REQUIREMENTS AND HOW TO MEET THEM

The Type A lunch shall contain the following as a minimum:

- Fluid whole milk— $\frac{1}{2}$ pint served as a beverage.

Remember—Nonfat dry milk and fluid whole milk used in food preparation may not be counted toward meeting the milk requirement.

- Protein-rich foods—2 ounces (edible portion as served) of lean meat, poultry, fish or cheese; or one egg; or $\frac{1}{2}$ cup cooked dry beans or dry peas; or 4 tablespoons of peanut butter; or an equivalent of any combination of the above listed foods. To be counted in meeting this requirement, these foods must be served in a main dish or a main dish and one other menu item.

Remember—Cooked dry beans or dry peas may be counted as a protein-rich food or a vegetable—not as both in the same lunch.

—A 2-ounce portion of a commercially prepared cheese food product (cheese food or cheese spread) will meet only half the protein-rich food requirement.

- Vegetables and fruits— $\frac{3}{4}$ cup serving consisting of two or more vegetables or fruits or both.

Remember—Full-strength vegetable or fruit juice may be counted to meet no more than $\frac{1}{4}$.

cup of the vegetable-fruit requirement.

—Cereal foods such as macaroni, spaghetti, noodles, rice and hominy are considered OTHER FOODS and do not meet the vegetable-fruit requirement.

- Bread—one slice of whole-grain or enriched bread; or a serving of other bread such as cornbread, biscuits, rolls, muffins made of whole-grain or enriched meal or flour.

Remember—Crackers are considered OTHER FOODS and do not meet the bread requirement.

- Butter or fortified margarine—2 teaspoons used as a spread or as a seasoning or in the preparation of other foods in the lunch.

Remember—The use of butter or fortified margarine as a spread for bread is optional *only* when the required amount is used in food preparation.

To help assure that all Type A lunches meet the nutritional goal, it is recommended that lunches include:

- A Vitamin C food each day.
- A Vitamin A food twice a week.
- Several foods containing iron each day and larger portions of some of these when possible.

MENU PLANNING

The Type A lunch requirements form a simple and easily followed pattern which shows the kinds and amounts of food children need at noon. The quality of the lunch depends on the knowledge, ability, and judgment of the person using the pattern in planning food combinations that will be acceptable to children.

Menu planning presents two basic challenges:

- Provide the best possible lunches at the lowest possible cost.
- Help children learn to eat well and to accept a wide variety of foods.

The use of PA-719 will help the school lunch manager meet these two challenges.

CONTROLLING FOOD COSTS

Food expenditures are, and should be, a major part of the total school lunch cost.

Some important considerations in controlling food expenses include:

- Planning menus in advance, computing food costs, and adjusting menus to meet the food budget established as shown in Section 3.
- Using USDA-donated foods to the maximum extent.
- Purchasing, to the extent feasible, those foods designated as "Plentiful" by the U. S. Department of Agriculture.
- Establishing a systematic method of purchasing foods which considers quality, quantity and price.
- Establishing wholesale sources of supply.
- Determining the actual food expenses per lunch served each month—a practice essential to effective management of the financial aspects of food service.
- Using care in controlling portions.
- Checking deliveries carefully.
- Establishing good storage practices.

FOOD SERVICE POLICIES

Competing School Food Services

It is widely known that many students, especially those in high school, will spend money

for snack items such as potato chips, candy, and soft drinks in lieu of a nutritious lunch. The operation of a "candy store" or food sales (cupcakes, popcorn, etc.) held by various school groups during the lunch hour often proves to be detrimental to School Lunch Program participation. Such operations are not consistent with the general objectives of the National School Lunch Act, i.e., that emphasis be placed on the sale of well-balanced Type A lunches. Moreover, the existence of these operations places an undue burden on the already difficult task of financing and operating an effective Type A lunch program serving nutritionally balanced and moderately priced lunches on a nonprofit basis.

The sponsor is responsible for insuring that the kinds of food offered and the hours of operation are such as to minimize any possible direct competition with the school's nonprofit lunch program. It is strongly recommended that any type of food sale be held only at times when the Type A lunch program is not in operation and/or will not be adversely affected by the sale.

USDA-Donated Foods

USDA-donated foods are given to schools to assist in providing well-balanced Type A lunches. These foods may not be sold or exchanged outside the school's food service for children.

Seconds

Allowing children to return for second servings will assist in meeting individual children's needs. Care should be taken, however, to see that seconds do not result in food waste.

Leftovers

Leftover food should be avoided to the extent possible. Certain foods may be frozen or properly stored and used later. Leftover foods must not be taken from the school's food service department for personal use.

Adult Lunches

Adult staff members or other school employees should not expect cooks to prepare special foods or provide extra services for them, because operating expenses must be kept to a minimum to enable schools to offer Type A lunches at low cost to children.

EQUIPMENT

Adequate facilities are essential to the operation of a good school lunch program. The purchase and maintenance of kitchen equipment and appliances are among the largest expenses for school lunch programs. Guides for planning location, space and features of construction for new school lunchrooms or for remodeling existing facilities may be found in the publication, "A Guide for Planning and Equipping School Lunchrooms," (PA-292). This publication also contains lists of suggested equipment items needed to prepare varying numbers of lunches served.

Instructions for the care and use of equipment are usually contained in manuals provided by the company which manufactures the equipment. The manual will tell how to operate and care for the appliance properly. Without proper cleaning and care, the appliance's useful life may be shortened. School lunch personnel responsible for operating or taking care of the equipment should be trained according to the instructions.

Information concerning the care and use of equipment for food storage can be found in the USDA publication, "Food Storage Guide for Schools and Institutions", (PA-403).

USE OF LUNCHROOM FOR EXTRACURRICULAR ACTIVITIES

Using the lunchroom for extracurricular activities can lead to food loss, equipment damage, and even the spread of communicable diseases. To avoid such problems, the school lunch manager or some member of her staff should be on duty any time the lunch facilities are used. She should see to it that

the equipment is properly cared for and that no school lunch food is used. Generally, school lunch personnel receive extra pay for this activity from the organization using the facilities.

SANITATION

Sanitation and cleanliness are imperative to protect the health of children. Most food poisoning outbreaks are caused by failure of lunchroom personnel to follow sanitary practices. This places direct responsibility upon school lunch personnel to follow accepted practices of sanitation and cleanliness.

State and local sanitation and health laws must be obeyed. Schools should ask State, county, or city health authorities for guidance and training to assure that they fully meet regulations. An inspection by local health authorities should be made at least once a year.

Food Preparation and Service

Safe food can be prepared and served only when sanitary facilities are used. Some precautions to follow are:

- Sliced, boned, or other cooked meats should not be kept at room temperature for more than one hour after cooking.
- Keep hot foods hot and cold foods cold.
- All pre-cooked food should be refrigerated at 40°F.
- All foods should be covered while in refrigerator.
- Potentially hazardous foods should always be kept below 40°F. or above 150°F.
- Plates should be served as children pass through lines.
- Milk should be refrigerated until served.
- Use dried eggs in thoroughly cooked products only (Follow carefully instructions given on card A-9 in PA-631).

Dishwashing

The rule for dishwashing is pre-wash, wash, rinse, and sanitize. Disease germs may survive poor dishwashing methods. Air drying of dishes is recommended. If dish towels are used, they should be properly washed, sanitized, and dried. Dishwashing facilities should conform to local and State health regulations, and an inspection should be requested at least once a year.

Storage

Dry stores should be kept in a dry, cool place. Perishable foods should be covered and kept under refrigeration at all times. Perishable foods should not be held for any length of time but should be used as promptly as possible. Refer to PA-403 for further information concerning food storage. Dishes, utensils, equipment, supplies, and food can become contaminated by dust, rodents, etc. unless properly stored and handled.

- Store foods in closed containers.
- Dispose of empty cartons, bags, and cans, and wipe up spilled foods promptly.
- Store brooms, mops, dust cloths, and other cleaning equipment in a ventilated closet or area provided outside the kitchen and apart from the food storage area.

Garbage and Trash Disposal

The following practices for disposing garbage and trash are recommended:

- Garbage cans should be emptied daily and thoroughly cleaned if they are not lined with paper or plastic liners.
- Garbage cans should be tightly covered and placed in a screened or closed ventilated area.

Many schools prefer to use incinerators and garbage disposals.

SAFETY

Employees should carefully observe safety practices to prevent burns, cuts, sprains, electric shock, bruises, and bone injuries caused by accidents. Some assistance in training for the prevention of injuries can often be obtained from fire departments, safety representatives of insurance companies, public utility companies, etc.

A good school lunch safety program requires attention to the safe operation of equipment.

- Clearly written instructions for the use of each piece of large equipment should be posted conveniently. It is recommended that these instructions be secured from the manufacturer.
- Inspections
 1. Initial: An inspection should be made immediately after the manufacturer installs the equipment.
 2. Periodic: Periodic inspections of equipment should be made by one or more of the following:
 - (a) A representative of the manufacturer.
 - (b) A representative of the local health department.
 - (c) A representative of the local fire department.
 - (d) A representative of the local board of education.

The school administrator or sponsor is responsible for seeing that inspections are made.

The lunch manager is responsible for seeing that each worker follows the instructions regarding equipment.

The administrator of the school is responsible for making sure that the following equipment is provided:

- Proper fire extinguisher.
- Suitable first aid kit.
- Blanket.
- Knife rack.

The administrator also is responsible for seeing that each member of the school lunch staff knows how to use this equipment. All school lunch personnel should be given first aid instructions, as well as instructions in the use and maintenance of the above equipment.

DISASTER FEEDING

Section 32 and 416 foods from school store-rooms may be released to approved organizations in case of disasters caused by floods, fires, hurricanes, explosions, etc. If Section 32 and 416 foods will not suffice, disaster organizations may draw food supplies purchased by the school or Section 6 foods. If Section 6 foods are used in emergency feeding, they must be paid for or replaced immediately following the disaster by the using organization.

